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PRACTITIONER COMPENSATION

IN

GROUP PRACTICE

AND

HMOS

A 1991 Report

By

David Kirschman and Jennifer Grebenschikoff

Physician Executive Management Center

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by:

David R. Kirschman

and

Jennifer R. Grebenschikoff

Physician Executive Management Center
4014 Gunn Highway, Suite 160
Tampa, Florida 33624
(813) 963-1800

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Practitioner Compensation in Group Practice and HMOs
A 1991 Report

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ABOUT THE PHYSICIAN EXECUTIVE MANAGEMENT CENTER

The Management Center is a consulting firm which specializes in physician executive search. It has been active in the healthcare industry since 1983 and has assisted with the placement of many key physician executives.

Compensation surveys for physicians have been an ongoing interest of the Management Center and its Principals for many years. This survey and the earlier versions in the previous two years have established a dynamic baseline that provides not only a "snapshot" of compensation, but ongoing trends of practitioner remuneration. We welcome comments about this report and how it may be of greater value to healthcare organizations.

Also available through the Management Center is a publication which takes a comprehensive look at physician executive salary, benefits and duties. For more information on these publications and our services, call or write:

Physician Executive Management Center
4014 Gunn Highway, Suite 160
Tampa, Florida 33624
(813) 963-1800
FAX: (813) 264-2207

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INTRODUCTION

Medical staff development is an important function for the successful organization engaged in healthcare delivery. Recruitment is a key element of staff development and requires thoughtful planning and implementation. Competition in the marketplace can be intense, especially when primary care specialties are sought. Part of the planning for recruitment of practitioners is development of an understanding about what level of compensation will be competitive. Organizations seek to offer a compensation package that will entice the physician to accept an offer, but not be too high for the organization to support.

Ongoing retention of practitioners is an additional challenge especially in an environment where external recruitment offers come to them weekly. In addition to working in an acceptable environment, physicians should be generating a personal income that is competitive. Otherwise, offers and enticements from other organizations will be attractive to them or, at the least, serve to make them unhappy.

Physicians serving in executive, decision making positions in their organizations should be concerned with strategies for recruitment and retention. One piece of information which is helpful in these decisions is the level of compensation for mature practitioners. Mature practitioners in this context are those physicians who have established a stable practice base and are experienced in efficient delivery of medical services.

Several years ago, the Management Center was asked to conduct a survey of practitioner compensation in organizational settings. The survey concentrated on group practices and prepaid health care plans (primarily staff and group models) since these organizations offered the greatest prospect of information.

The approach taken was to limit the amount of data requested with the expectation that more organizations would complete and return the survey within reasonable time frames. The project was successful two years in succession and the resultant data were included in earlier reports.This year a third survey was conducted in the same manner.

APPROACH

The survey questionnaire was sent to a group of approximately 1,200 organizations, most of which were large enough to be represented by a physician executive. The survey included two sections: practitioner compensation, and other health care practitioner compensation. The results are a valid reporting on the compensation paid to practitioners in organizational settings. The survey results do not represent solo or small partnership practices.

SCOPE OF THE REPORT

Data were collected on ten medical and surgical specialty areas and are reported by the method of compensation (i.e. salary, productivity) accompanied by a report on the types of additional benefits that are provided to these practitioners. Specialties included are:

1. Pediatrics
2. Internal Medicine
3. Obstetrics-Gynecology
4. Family Practice
5. Dermatology
6. Radiology
7. Psychiatry
8. General Surgery
9. Orthopedics
10. Cardiology

Also provided are summary data from the survey on other health care practitioners. Because of their importance to successful operations of an organization, we sought to learn something of these professionals' compensation throughout the country. These personnel include:

1. Psychologist
2. Psychiatric Social Worker
3. Pharmacist
4. Physician's Assistant
5. Nurse Practitioner
6. Registered Nurse
7. Other Nursing Staff
8. Physical Therapist

HOW TO USE

This report has been designed to facilitate the comparison of specialty compensation by method of compensation and among a number of statistical indicators. Each individual report can be regarded as complete within the specialty and the parameters noted on the report. That is to say, the reader need not refer to several reports in order to compare specialties, except when comparing regions or organization types.

The following information may be helpful when reviewing these reports:

1. SALARY, BONUS & TOTAL - Three separate calculations are used for each of these categories. SALARY is the value actually reported by the respondents, as is the value noted in BONUS. Each calculation is conducted within its own cell, by specialty. The TOTAL value is calculated by adding each respondent's SALARY (or base compensation) to BONUS (or incentive) for a sum of compensation.

2. AVERAGE, MEDIAN, HIGH, LOW - All calculations were performed in a standard, acceptable statistical manner. Analyses of compensation levels should compare the average with the median in order to determine the validity of the data. The closer in value the average and median, the higher the likelihood of a valid distribution and compensation value.

3. NUMBER OF COMPANIES & TOTAL DOCTORS - Each organization that reported valid data (within the category noted) is counted as "one company," and the total incumbents reported are included for a total number of physicians considered in the survey.

4. BENEFITS - Eleven categories of benefits provided to practitioners were surveyed and the results are included.

5. **On those reports where data responses are less than 10 for any category, the statistics should be cautiously used.**

REGIONS

For the purpose of this report, survey results were separated by region of the country. Each specialty report notes two year trends by region. The regions are:

- **Western Region:**
  Alaska, California, Hawaii, Nevada, Oregon and Washington

- **Southwest Region:**
  Arkansas, Arizona, Louisiana, New Mexico, Oklahoma and Texas

- **Midwest Region:**
  Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Missouri, Ohio, West Virginia and Wisconsin

- **Northeast Region:**
  Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont and Virginia

- **Southeast Region:**
  Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina and Tennessee

SUMMARY

This report has been prepared to assist with organizational planning. The data reported in these reports are as they were received from the participants. The cooperation of the organizations and individuals who participated in this study is appreciated. If there are suggestions about ways to improve these reports in the future, please contact representatives of the Management Center at their offices in Tampa.

1991 Practitioner Compensation Survey

PARTICIPATING ORGANIZATIONS

(Two Or More Years)

All For Kids Pediatric Clinic	Little Rock, Arkansas
Burns Clinic Medical Center, P.C.	Petoskey, Michigan
California Primary Physicians Medical Group	Los Angeles, California
Carbondale Clinic	Carbondale, Illinois
Central New Jersey Medical Group, P.A.	New Brunswick, New Jersey
Central Plains Clinic, Ltd.	Sioux Falls, South Dakota
CIGNA Corporation (Multiple)	Bloomfield, Connecticut
CIGNA Healthplan of Arizona	Phoenix, Arizona
CIGNA Healthplan of California	Glendale, California
CIGNA Healthplan of Florida	Tampa, Florida
Delaware Valley Medical Associates	Philadelphia, Pennsylvania
El Rio Health Center	Tucson, Arizona
Family Medical Clinic, P.A.	Caldwell, Idaho
Family Physicians, P.A.	Minneapolis, Minnesota
Garden State Medical Group	Jersey City, New Jersey
Group Health Associates of Cincinnati	Cincinnati, Ohio
Group Health Association	Washington, D.C.
Gundersen Clinic, Ltd.	LaCrosse, Wisconsin
HMO of Delaware	Newark, Delaware
Harriman Jones Medical Group	Long Beach, California
Health Services Medical Corporation, Inc.	Baldwinsville, New York
HealthAmerica	Pittsburgh, Pennsylvania
The Internal Medicine Group	New Orleans, Louisiana
Johns Hopkins Medical Service Corporation	Ellicott City, Maryland
Kelsey-Seybold Clinic, P.A.	Houston, Texas
Laurel Health Centers-N. PA Comprehensive Health	Wellsboro, Pennsylvania
Lexington Family Practice	Columbia, South Carolina
Lovelace, Inc.	Albuquerque, New Mexico
M. H. Healthcare, Inc.	Indianapolis, Indiana
Marshfield Clinic	Marshfield, Wisconsin
Medigroup Health Centers	Trenton, New Jersey
Mednet Physicians, Inc.	Cleveland, Ohio
Metropolitan Clinic of Counseling	St. Paul, Minnesota
The Monroe Clinic	Monroe, Wisconsin
Nalle Clinic	Charlotte, North Carolina
Norwood Clinic	Birmingham, Alabama
Ochsner Clinic	Baton Rouge, Louisiana
Ochsner Clinic	New Orleans, Louisiana
Olmsted Medical Group	Rochester, Minnesota
Plainfield Medical Center	Grand Rapids, Michigan
Quincy Physicians & Surgeons Clinic, S.C.	Quincy, Illinois
Smith Clinic	Marion, Ohio
The Southeast Permanente Medical Group	Atlanta, Georgia
Southwest Medical Associates	Las Vegas, Nevada
Swope Parkway Health Center	Kansas City, Missouri
Valley Diagnostic Medical and Surgical Clinic	Harlingen, Texas
W. F. Millhon Medical Clinic, Inc.	Columbus, Ohio
Winston-Salem Health Care Plan, Inc.	Winston-Salem, North Carolina

1991 Practitioner Compensation Survey

PARTICIPATING ORGANIZATIONS

(1991 As First Year)

ABC Pediatrics	Allentown, Pennsylvania
Capital Area Permanente Medical Group	Kensington, Maryland
Emergency Physicians Group, Ltd.	Lincolnshire, Illinois
Eye Physicians & Surgeons, P.A.	Freehold, New Jersey
Family Health Centers of Southwest Florida	Fort Myers, Florida
Family Medical Center	Sanford, North Carolina
HMO Affiliate	West Palm Beach, Florida
Lexington Clinic	Lexington, Kentucky
Minneapolis Children's Medical Center	Minneapolis, Minnesota
Orlando Health Care Group	Maitland, Florida
Patuxent Medical Group, Inc.	Columbia, Maryland
Pediatric & Adolescent Medicine	Des Moines, Iowa
Permanente Medical Association of Texas	Dallas, Texas
Preferred Health Care	Southfield, Michigan
Providence Medical Center	Seattle, Washington
Rochester Medical Group, P.C.	Rochester, New York
University Health Service	Rochester, New York

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 1
REPORT NAME: ALL DATA/PEDIATRICS

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	103,190	92,574	91,813	90,029	8,222	0	82,555	90,000
BONUS $	0	0	11,805	10,600	124,369	120,000	42,635	15,421
TOTAL $	103,190	92,574	103,056	101,080	118,773	109,000	106,689	101,080
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	88,000	114,824	88,020	96,640	0	0	78,750	100,000
BONUS $	0	0	4,598	20,000	100,000	150,000	5,495	90,000
TOTAL $	88,000	114,824	97,000	108,900	95,000	150,000	90,000	113,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	73,500	191,300	72,875	125,000	0	74,000	0	191,300
BONUS $	0	0	1,000	35,000	90,000	180,955	1,000	180,955
TOTAL $	73,500	191,300	75,375	160,000	74,000	180,955	73,500	236,300

# COMPANIES:	23		21		9		53	
TOTAL DOCTORS:	325		277		65		667	
RETIREMENT	23	100%	20	95%	8	88%	51	96%
MEDICAL	23	100%	20	95%	8	88%	51	96%
DENTAL	19	82%	16	76%	3	33%	38	71%
LIFE	23	100%	20	95%	8	88%	51	96%
MALPRACTICE	23	100%	21	100%	7	77%	51	96%
CME-TIME OFF	23	100%	20	95%	7	77%	50	94%
CME-TUITION	21	91%	21	100%	5	55%	47	88%
CME-TRAVEL	20	86%	19	90%	5	55%	44	83%
AUTO	3	13%	3	14%	0	0%	6	11%
PROFESSIONAL MEMBERSHIPS	14	60%	17	80%	5	55%	36	67%
VACATION	23	100%	21	100%	5	55%	49	92%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 2
REPORT NAME: ALL DATA/INTERNAL MEDICINE

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	99,536	100,000	100,834	95,000	16,250	0	83,441	93,385
BONUS $	0	0	20,802	12,500	135,516	130,000	52,172	20,000
TOTAL $	99,536	100,000	120,836	111,000	129,180	127,321	114,745	108,534
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	89,715	110,000	90,000	110,400	0	0	83,500	109,822
BONUS $	0	0	6,100	25,876	110,000	165,000	8,500	110,000
TOTAL $	89,715	110,000	95,000	126,500	110,000	165,000	94,900	123,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	81,600	127,000	75,000	140,000	0	100,000	0	140,000
BONUS $	0	0	1,000	135,000	106,200	185,000	1,000	185,000
TOTAL $	81,600	127,000	81,000	270,000	95,000	185,000	81,000	270,000

# COMPANIES:	22		26		12		60	
TOTAL DOCTORS:	438		459		136		1,033	
RETIREMENT	22	100%	21	80%	11	91%	54	90%
MEDICAL	22	100%	22	84%	11	91%	55	91%
DENTAL	18	81%	18	69%	5	41%	41	68%
LIFE	22	100%	21	80%	11	91%	54	90%
MALPRACTICE	22	100%	25	96%	10	83%	57	95%
CME-TIME OFF	22	100%	23	88%	9	75%	54	90%
CME-TUITION	20	90%	21	80%	7	58%	48	80%
CME-TRAVEL	19	86%	19	73%	7	58%	45	75%
AUTO	1	4%	3	11%	0	0%	4	6%
PROFESSIONAL MEMBERSHIPS	13	59%	17	65%	6	50%	36	60%
VACATION	22	100%	23	88%	7	58%	52	86%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 3
REPORT NAME: ALL DATA/OBSTETRICS-GYNECOLOGY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	160,462	162,169	154,362	153,250	18,364	0	126,321	150,000
BONUS $	0	0	26,159	16,400	243,143	225,000	102,826	40,000
TOTAL $	160,462	162,169	179,068	180,300	239,402	219,429	185,079	173,333
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	145,546	180,000	133,333	171,443	0	0	122,233	170,000
BONUS $	0	0	8,500	35,046	180,000	250,000	12,000	210,000
TOTAL $	145,546	180,000	142,778	205,000	180,000	250,000	150,000	204,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	100,000	204,000	122,233	193,444	0	202,000	0	204,000
BONUS $	0	0	1,000	80,877	115,900	521,098	1,000	521,098
TOTAL $	100,000	204,000	132,500	250,000	115,900	521,098	100,000	521,098

# COMPANIES:	20		18		11		49	
TOTAL DOCTORS:	198		139		38		375	
RETIREMENT	20	100%	17	94%	10	90%	47	95%
MEDICAL	20	100%	17	94%	10	90%	47	95%
DENTAL	16	80%	14	77%	4	36%	34	69%
LIFE	20	100%	17	94%	10	90%	47	95%
MALPRACTICE	20	100%	18	100%	9	81%	47	95%
CME-TIME OFF	19	95%	17	94%	9	81%	45	91%
CME-TUITION	18	90%	18	100%	6	54%	42	85%
CME-TRAVEL	16	80%	16	88%	6	54%	38	77%
AUTO	1	5%	3	16%	0	0%	4	8%
PROFESSIONAL MEMBERSHIPS	12	60%	14	77%	6	54%	32	65%
VACATION	20	100%	18	100%	7	63%	45	91%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 4
REPORT NAME: ALL DATA/FAMILY PRACTICE

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	96,694	100,000	89,372	87,420	6,545	0	75,717	88,000
BONUS $	0	0	14,806	12,000	118,320	116,000	44,044	15,793
TOTAL $	96,694	100,000	103,585	100,500	114,109	110,000	103,245	100,500
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	89,000	101,000	84,000	95,000	0	0	74,000	100,000
BONUS $	0	0	9,000	20,000	102,000	120,000	9,600	99,900
TOTAL $	89,000	101,000	95,000	114,000	99,900	120,000	93,100	113,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	74,000	118,736	65,000	125,000	0	72,000	0	125,000
BONUS $	0	0	1,000	37,000	92,922	177,380	1,000	177,380
TOTAL $	74,000	118,736	79,400	160,000	72,000	177,380	72,000	177,380

# COMPANIES:	20		25		11		56	
TOTAL DOCTORS:	250		369		112		731	
RETIREMENT	20	100%	20	80%	10	90%	50	89%
MEDICAL	20	100%	22	88%	10	90%	52	92%
DENTAL	16	80%	16	64%	4	36%	36	64%
LIFE	20	100%	20	80%	10	90%	50	89%
MALPRACTICE	20	100%	24	96%	9	81%	53	94%
CME-TIME OFF	20	100%	22	88%	9	81%	51	91%
CME-TUITION	18	90%	22	88%	6	54%	46	82%
CME-TRAVEL	17	85%	20	80%	6	54%	43	76%
AUTO	1	5%	4	16%	0	0%	5	8%
PROFESSIONAL MEMBERSHIPS	12	60%	19	76%	6	54%	37	66%
VACATION	20	100%	22	88%	7	63%	49	87%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 5
REPORT NAME: ALL DATA/DERMATOLOGY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	149,162	139,230	123,802	137,300	18,375	0	106,697	120,000
BONUS $	0	0	19,202	10,000	203,248	160,000	83,618	40,000
TOTAL $	149,162	139,230	141,633	146,000	196,217	160,000	157,375	150,000
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	120,000	177,600	91,500	150,000	0	0	80,000	150,000
BONUS $	0	0	5,000	38,957	150,000	190,000	8,700	150,000
TOTAL $	120,000	177,600	116,000	171,375	150,000	190,000	120,000	171,375
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	105,206	234,000	80,000	180,000	0	147,000	0	234,000
BONUS $	0	0	1,000	50,254	138,000	474,733	1,000	474,733
TOTAL $	105,206	234,000	80,000	220,000	138,000	474,733	80,000	474,733

# COMPANIES:	11		14		8		33	
TOTAL DOCTORS:	36		36		13		85	
RETIREMENT	11	100%	12	85%	7	87%	30	90%
MEDICAL	11	100%	13	92%	7	87%	31	93%
DENTAL	9	81%	10	71%	3	37%	22	66%
LIFE	11	100%	12	85%	7	87%	30	90%
MALPRACTICE	11	100%	14	100%	7	87%	32	96%
CME-TIME OFF	11	100%	13	92%	7	87%	31	93%
CME-TUITION	9	81%	13	92%	4	50%	26	78%
CME-TRAVEL	8	72%	11	78%	4	50%	23	69%
AUTO	0	0%	1	7%	0	0%	1	3%
PROFESSIONAL MEMBERSHIPS	8	72%	10	71%	5	62%	23	69%
VACATION	11	100%	13	92%	4	50%	28	84%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 6
REPORT NAME: ALL DATA/RADIOLOGY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	177,823	170,000	164,755	165,600	0	0	136,596	160,000
BONUS $	0	0	16,534	13,600	231,833	235,000	84,524	25,000
TOTAL $	177,823	170,000	181,289	179,200	231,833	235,000	190,127	194,560
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	144,481	222,750	119,000	180,000	0	0	103,100	187,000
BONUS $	0	0	8,439	25,000	210,000	266,000	10,000	210,000
TOTAL $	144,481	222,750	131,208	215,768	210,000	266,000	147,100	222,750
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	130,000	240,000	100,000	277,249	0	0	0	277,249
BONUS $	0	0	1,000	40,000	160,000	300,000	1,000	300,000
TOTAL $	130,000	240,000	111,100	302,249	160,000	300,000	111,100	302,249

# COMPANIES:	11		13		6		30	
TOTAL DOCTORS:	78		69		30		177	
RETIREMENT	11	100%	11	84%	6	100%	28	93%
MEDICAL	11	100%	12	92%	6	100%	29	96%
DENTAL	9	81%	10	76%	2	33%	21	70%
LIFE	11	100%	11	84%	6	100%	28	93%
MALPRACTICE	11	100%	13	100%	5	83%	29	96%
CME-TIME OFF	11	100%	12	92%	5	83%	28	93%
CME-TUITION	10	90%	12	92%	3	50%	25	83%
CME-TRAVEL	9	81%	10	76%	3	50%	22	73%
AUTO	0	0%	0	0%	0	0%	0	0%
PROFESSIONAL MEMBERSHIPS	8	72%	9	69%	2	33%	19	63%
VACATION	11	100%	12	92%	4	66%	27	90%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 7
REPORT NAME: ALL DATA/PSYCHIATRY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	119,210	120,000	113,646	115,200	0	0	101,275	115,200
BONUS $	0	0	10,392	9,332	126,817	150,000	43,128	15,000
TOTAL $	119,210	120,000	122,148	119,950	126,817	150,000	121,402	120,000
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	110,000	130,000	94,500	125,000	0	0	99,000	125,000
BONUS $	0	0	3,608	15,000	115,000	160,000	3,608	82,269
TOTAL $	110,000	130,000	105,608	133,665	115,000	160,000	107,960	133,665
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	99,000	137,750	84,426	147,700	0	0	0	147,700
BONUS $	0	0	1,000	23,534	82,269	160,000	1,000	160,000
TOTAL $	99,000	137,750	100,000	160,000	82,269	160,000	82,269	160,000

# COMPANIES:	15		11		4		30	
TOTAL DOCTORS:	65		34		7		106	
RETIREMENT	15	100%	10	90%	4	100%	29	96%
MEDICAL	15	100%	11	100%	4	100%	30	100%
DENTAL	12	80%	7	63%	1	25%	20	66%
LIFE	15	100%	11	100%	4	100%	30	100%
MALPRACTICE	15	100%	11	100%	3	75%	29	96%
CME-TIME OFF	15	100%	10	90%	3	75%	28	93%
CME-TUITION	13	86%	11	100%	1	25%	25	83%
CME-TRAVEL	12	80%	10	90%	1	25%	23	76%
AUTO	1	6%	1	9%	0	0%	2	6%
PROFESSIONAL MEMBERSHIPS	11	73%	9	81%	1	25%	21	70%
VACATION	15	100%	11	100%	3	75%	29	96%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 8
REPORT NAME: ALL DATA/GENERAL SURGERY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	161,439	176,950	167,028	150,000	33,100	0	128,118	139,329
BONUS $	0	0	33,116	37,049	235,350	260,000	112,251	60,000
TOTAL $	161,439	176,950	197,936	193,600	244,915	270,000	199,834	195,000
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	125,000	195,000	116,035	186,100	0	0	95,000	186,100
BONUS $	0	0	10,203	40,630	208,000	274,274	11,709	250,000
TOTAL $	125,000	195,000	144,800	250,000	208,000	275,000	144,800	258,203
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	103,560	225,000	95,000	260,000	0	331,000	0	331,000
BONUS $	0	0	1,000	100,000	110,872	300,000	1,000	300,000
TOTAL $	103,560	225,000	123,221	360,000	110,872	331,000	103,560	360,000

# COMPANIES:	11		15		10		36	
TOTAL DOCTORS:	53		72		36		161	
RETIREMENT	11	100%	13	86%	9	90%	33	91%
MEDICAL	11	100%	14	93%	9	90%	34	94%
DENTAL	9	81%	11	73%	3	30%	23	63%
LIFE	11	100%	13	86%	9	90%	33	91%
MALPRACTICE	11	100%	15	100%	8	80%	34	94%
CME-TIME OFF	11	100%	13	86%	8	80%	32	88%
CME-TUITION	10	90%	13	86%	5	50%	28	77%
CME-TRAVEL	9	81%	11	73%	5	50%	25	69%
AUTO	0	0%	1	6%	0	0%	1	2%
PROFESSIONAL MEMBERSHIPS	7	63%	11	73%	5	50%	23	63%
VACATION	11	100%	14	93%	6	60%	31	86%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 9
REPORT NAME: ALL DATA/ORTHOPAEDICS

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	214,253	210,000	195,977	218,667	27,222	0	149,907	190,000
BONUS $	0	0	19,346	15,000	322,693	300,540	162,097	46,750
TOTAL $	214,253	210,000	213,388	229,852	314,060	300,000	244,929	242,360
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	185,000	242,360	131,213	250,000	0	0	0	219,000
BONUS $	0	0	13,777	18,300	279,000	400,000	15,000	300,000
TOTAL $	185,000	242,360	144,990	265,417	275,000	350,000	200,000	283,100
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	146,483	298,000	96,385	300,000	0	245,000	0	300,000
BONUS $	0	0	5,000	46,750	177,000	500,000	5,000	500,000
TOTAL $	146,483	298,000	114,101	305,000	177,000	500,000	114,101	500,000

# COMPANIES:	10		10		9		29	
TOTAL DOCTORS:	50		35		31		116	
RETIREMENT	10	100%	9	90%	8	88%	27	93%
MEDICAL	10	100%	9	90%	8	88%	27	93%
DENTAL	8	80%	7	70%	3	33%	18	62%
LIFE	10	100%	9	90%	8	88%	27	93%
MALPRACTICE	10	100%	10	100%	7	77%	27	93%
CME-TIME OFF	10	100%	9	90%	7	77%	26	89%
CME-TUITION	9	90%	10	100%	4	44%	23	79%
CME-TRAVEL	8	80%	9	90%	4	44%	21	72%
AUTO	0	0%	0	0%	0	0%	0	0%
PROFESSIONAL MEMBERSHIPS	7	70%	7	70%	5	55%	19	65%
VACATION	10	100%	10	100%	5	55%	25	86%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 10
REPORT NAME: ALL DATA/CARDIOLOGY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	218,794	240,200	177,889	175,000	23,000	0	145,322	162,500
BONUS $	0	0	32,980	23,100	270,058	280,000	125,177	71,252
TOTAL $	218,794	240,200	208,121	205,000	259,301	280,000	225,793	205,000
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	162,500	274,388	151,000	203,073	0	0	111,692	203,073
BONUS $	0	0	10,525	69,818	180,000	310,000	15,000	260,000
TOTAL $	162,500	274,388	176,000	230,000	184,000	310,000	176,000	274,388
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	160,000	282,700	111,692	290,000	0	184,000	0	290,000
BONUS $	0	0	1,000	80,000	160,404	400,000	1,000	400,000
TOTAL $	160,000	282,700	123,420	361,252	160,404	400,000	123,420	400,000

# COMPANIES:	8		12		8		28	
TOTAL DOCTORS:	41		51		32		124	
RETIREMENT	8	100%	10	83%	7	87%	25	89%
MEDICAL	8	100%	11	91%	7	87%	26	92%
DENTAL	6	75%	9	75%	3	37%	18	64%
LIFE	8	100%	10	83%	7	87%	25	89%
MALPRACTICE	8	100%	12	100%	6	75%	26	92%
CME-TIME OFF	8	100%	11	91%	6	75%	25	89%
CME-TUITION	7	87%	11	91%	3	37%	21	75%
CME-TRAVEL	6	75%	9	75%	3	37%	18	64%
AUTO	0	0%	0	0%	0	0%	0	0%
PROFESSIONAL MEMBERSHIPS	6	75%	8	66%	4	50%	18	64%
VACATION	8	100%	11	91%	4	50%	23	82%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 11
REPORT NAME: GROUP PRACTICE/PEDIATRICS

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	107,919	110,000	93,027	90,533	8,222	0	79,530	90,000
BONUS $	0	0	13,106	12,000	124,369	120,000	49,582	21,696
TOTAL $	107,919	110,000	105,314	102,000	118,773	109,000	110,519	105,954
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	87,000	118,200	90,000	97,400	0	0	74,000	105,000
BONUS $	0	0	3,500	21,696	100,000	150,000	5,495	95,000
TOTAL $	87,000	118,200	100,000	110,000	95,000	150,000	95,000	118,200
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	73,500	191,300	72,875	125,000	0	74,000	0	191,300
BONUS $	0	0	1,000	35,000	90,000	180,955	1,000	180,955
TOTAL $	73,500	191,300	75,375	160,000	74,000	180,955	73,500	236,300

# COMPANIES:	15		16		9		40	
TOTAL DOCTORS:	222		172		65		459	
RETIREMENT	15	100%	15	93%	8	88%	38	95%
MEDICAL	15	100%	15	93%	8	88%	38	95%
DENTAL	11	73%	11	68%	3	33%	25	62%
LIFE	15	100%	15	93%	8	88%	38	95%
MALPRACTICE	15	100%	16	100%	7	77%	38	95%
CME-TIME OFF	15	100%	15	93%	7	77%	37	92%
CME-TUITION	14	93%	16	100%	5	55%	35	87%
CME-TRAVEL	14	93%	14	87%	5	55%	33	82%
AUTO	3	20%	2	12%	0	0%	5	12%
PROFESSIONAL MEMBERSHIPS	11	73%	14	87%	5	55%	30	75%
VACATION	15	100%	16	100%	5	55%	36	90%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 12
REPORT NAME: GROUP PRACTICE/INTERNAL MEDICINE

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	101,679	106,520	102,265	99,072	16,250	0	79,648	94,709
BONUS $	0	0	24,839	18,200	135,516	130,000	61,003	30,000
TOTAL $	101,679	106,520	125,862	111,572	129,180	127,321	119,433	110,000
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	90,000	110,000	90,000	124,352	0	0	81,000	107,000
BONUS $	0	0	6,100	30,000	110,000	165,000	12,000	110,000
TOTAL $	90,000	110,000	102,000	155,912	110,000	165,000	98,500	127,321
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	83,200	127,000	75,000	140,000	0	100,000	0	140,000
BONUS $	0	0	1,000	135,000	106,200	185,000	1,000	185,000
TOTAL $	83,200	127,000	81,000	270,000	95,000	185,000	81,000	270,000

# COMPANIES:	14		20		12		46	
TOTAL DOCTORS:	267		342		136		745	
RETIREMENT	14	100%	16	80%	11	91%	41	89%
MEDICAL	14	100%	17	85%	11	91%	42	91%
DENTAL	10	71%	13	65%	5	41%	28	60%
LIFE	14	100%	16	80%	11	91%	41	89%
MALPRACTICE	14	100%	19	95%	10	83%	43	93%
CME-TIME OFF	14	100%	17	85%	9	75%	40	86%
CME-TUITION	13	92%	16	80%	7	58%	36	78%
CME-TRAVEL	13	92%	14	70%	7	58%	34	73%
AUTO	1	7%	2	10%	0	0%	3	6%
PROFESSIONAL MEMBERSHIPS	10	71%	14	70%	6	50%	30	65%
VACATION	14	100%	17	85%	7	58%	38	82%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 13
REPORT NAME: GROUP PRACTICE/OBSTETRICS-GYNECOLOGY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	167,929	169,400	156,135	153,250	18,364	0	120,288	150,000
BONUS $	0	0	30,729	30,000	243,143	225,000	118,079	60,000
TOTAL $	167,929	169,400	184,668	188,296	239,402	219,429	194,865	188,296
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	155,000	186,000	142,778	171,443	0	0	0	173,000
BONUS $	0	0	9,100	40,000	180,000	250,000	30,000	219,429
TOTAL $	155,000	186,000	157,000	205,543	180,000	250,000	160,000	210,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	100,000	204,000	127,650	193,444	0	202,000	0	204,000
BONUS $	0	0	1,000	80,877	115,900	521,098	1,000	521,098
TOTAL $	100,000	204,000	133,650	250,000	115,900	521,098	100,000	521,098

# COMPANIES:	13		14		11		38	
TOTAL DOCTORS:	100		83		38		221	
RETIREMENT	13	100%	13	92%	10	90%	36	94%
MEDICAL	13	100%	13	92%	10	90%	36	94%
DENTAL	9	69%	10	71%	4	36%	23	60%
LIFE	13	100%	13	92%	10	90%	36	94%
MALPRACTICE	13	100%	14	100%	9	81%	36	94%
CME-TIME OFF	13	100%	13	92%	9	81%	35	92%
CME-TUITION	12	92%	14	100%	6	54%	32	84%
CME-TRAVEL	12	92%	12	85%	6	54%	30	78%
AUTO	1	7%	2	14%	0	0%	3	7%
PROFESSIONAL MEMBERSHIPS	9	69%	12	85%	6	54%	27	71%
VACATION	13	100%	14	100%	7	63%	34	89%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 14
REPORT NAME: GROUP PRACTICE/FAMILY PRACTICE

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	95,813	96,480	88,603	87,420	6,545	0	70,628	87,150
BONUS $	0	0	16,019	15,000	118,320	116,000	48,600	20,000
TOTAL $	95,813	96,480	103,860	100,500	114,109	110,000	104,107	100,500
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	89,000	100,000	80,000	95,000	0	0	65,359	96,000
BONUS $	0	0	10,000	24,344	102,000	120,000	10,000	102,000
TOTAL $	89,000	100,000	95,000	114,000	99,900	120,000	92,922	114,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	74,000	118,736	65,000	125,000	0	72,000	0	125,000
BONUS $	0	0	1,000	37,000	92,922	177,380	1,000	177,380
TOTAL $	74,000	118,736	79,400	160,000	72,000	177,380	72,000	177,380

# COMPANIES:	13		21		11		45	
TOTAL DOCTORS:	179		233		112		524	
RETIREMENT	13	100%	16	76%	10	90%	39	86%
MEDICAL	13	100%	18	85%	10	90%	41	91%
DENTAL	9	69%	12	57%	4	36%	25	55%
LIFE	13	100%	16	76%	10	90%	39	86%
MALPRACTICE	13	100%	20	95%	9	81%	42	93%
CME-TIME OFF	13	100%	18	85%	9	81%	40	88%
CME-TUITION	12	92%	18	85%	6	54%	36	80%
CME-TRAVEL	12	92%	16	76%	6	54%	34	75%
AUTO	1	7%	4	19%	0	0%	5	11%
PROFESSIONAL MEMBERSHIPS	9	69%	17	80%	6	54%	32	71%
VACATION	13	100%	18	85%	7	63%	38	84%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 15
REPORT NAME: GROUP PRACTICE/DERMATOLOGY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	160,504	152,200	121,205	115,000	18,375	0	102,381	120,000
BONUS $	0	0	22,424	27,375	203,248	160,000	96,881	40,000
TOTAL $	160,504	152,200	141,590	120,000	196,217	160,000	163,380	152,000
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	139,230	189,000	85,000	150,000	0	0	0	151,104
BONUS $	0	0	4,756	40,000	150,000	190,000	10,000	150,000
TOTAL $	139,230	189,000	95,065	190,061	150,000	190,000	120,000	189,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	120,000	234,000	80,000	180,000	0	147,000	0	234,000
BONUS $	0	0	1,000	50,254	138,000	474,733	1,000	474,733
TOTAL $	120,000	234,000	80,000	220,000	138,000	474,733	80,000	474,733

# COMPANIES:	8		11		8		27	
TOTAL DOCTORS:	25		22		13		60	
RETIREMENT	8	100%	9	81%	7	87%	24	88%
MEDICAL	8	100%	10	90%	7	87%	25	92%
DENTAL	6	75%	7	63%	3	37%	16	59%
LIFE	8	100%	9	81%	7	87%	24	88%
MALPRACTICE	8	100%	11	100%	7	87%	26	96%
CME-TIME OFF	8	100%	10	90%	7	87%	25	92%
CME-TUITION	7	87%	10	90%	4	50%	21	77%
CME-TRAVEL	7	87%	8	72%	4	50%	19	70%
AUTO	0	0%	1	9%	0	0%	1	3%
PROFESSIONAL MEMBERSHIPS	6	75%	9	81%	5	62%	20	74%
VACATION	8	100%	10	90%	4	50%	22	81%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 16
REPORT NAME: GROUP PRACTICE/RADIOLOGY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	188,947	194,560	176,317	175,000	0	0	134,714	162,500
BONUS $	0	0	18,985	20,000	231,833	235,000	104,124	31,208
TOTAL $	188,947	194,560	195,301	195,000	231,833	235,000	202,621	200,000
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	162,500	225,000	160,000	180,000	0	0	0	194,560
BONUS $	0	0	8,439	25,000	210,000	266,000	13,600	220,000
TOTAL $	162,500	225,000	161,000	220,000	210,000	266,000	161,000	235,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	130,000	240,000	100,000	277,249	0	0	0	277,249
BONUS $	0	0	1,000	40,000	160,000	300,000	1,000	300,000
TOTAL $	130,000	240,000	125,615	302,249	160,000	300,000	125,615	302,249

# COMPANIES:	8		9		6		23	
TOTAL DOCTORS:	64		32		30		126	
RETIREMENT	8	100%	7	77%	6	100%	21	91%
MEDICAL	8	100%	8	88%	6	100%	22	95%
DENTAL	6	75%	6	66%	2	33%	14	60%
LIFE	8	100%	7	77%	6	100%	21	91%
MALPRACTICE	8	100%	9	100%	5	83%	22	95%
CME-TIME OFF	8	100%	8	88%	5	83%	21	91%
CME-TUITION	7	87%	8	88%	3	50%	18	78%
CME-TRAVEL	7	87%	6	66%	3	50%	16	69%
AUTO	0	0%	0	0%	0	0%	0	0%
PROFESSIONAL MEMBERSHIPS	5	62%	7	77%	2	33%	14	60%
VACATION	8	100%	8	88%	4	66%	20	86%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 17
REPORT NAME: GROUP PRACTICE/PSYCHIATRY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	118,417	120,000	113,491	116,950	0	0	96,628	111,000
BONUS $	0	0	9,816	9,332	126,817	150,000	45,292	10,000
TOTAL $	118,417	120,000	121,343	119,950	126,817	150,000	121,161	119,950
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	106,751	130,000	94,500	125,000	0	0	94,500	125,000
BONUS $	0	0	3,608	20,000	115,000	160,000	3,608	82,269
TOTAL $	106,751	130,000	105,608	133,665	115,000	160,000	106,751	135,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	99,000	135,420	84,426	147,700	0	0	0	147,700
BONUS $	0	0	1,000	23,534	82,269	160,000	1,000	160,000
TOTAL $	99,000	135,420	100,000	160,000	82,269	160,000	82,269	160,000
# COMPANIES:	10		10		4		24	
TOTAL DOCTORS:	41		33		7		81	
RETIREMENT	10	100%	9	90%	4	100%	23	95%
MEDICAL	10	100%	10	100%	4	100%	24	100%
DENTAL	7	70%	6	60%	1	25%	14	58%
LIFE	10	100%	10	100%	4	100%	24	100%
MALPRACTICE	10	100%	10	100%	3	75%	23	95%
CME-TIME OFF	10	100%	9	90%	3	75%	22	91%
CME-TUITION	9	90%	10	100%	1	25%	20	83%
CME-TRAVEL	9	90%	9	90%	1	25%	19	79%
AUTO	1	10%	1	10%	0	0%	2	8%
PROFESSIONAL MEMBERSHIPS	8	80%	8	80%	1	25%	17	70%
VACATION	10	100%	10	100%	3	75%	23	95%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 18
REPORT NAME: GROUP PRACTICE/GENERAL SURGERY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	174,743	191,997	172,825	175,000	33,100	0	126,762	150,000
BONUS $	0	0	39,411	37,750	235,350	260,000	127,583	100,000
TOTAL $	174,743	191,997	208,952	210,000	244,915	270,000	211,817	208,000
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	176,950	195,000	148,333	248,000	0	0	0	191,997
BONUS $	0	0	10,203	60,000	208,000	274,274	37,750	260,000
TOTAL $	176,950	195,000	156,665	258,203	208,000	275,000	170,000	259,876
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	105,793	225,000	95,000	260,000	0	331,000	0	331,000
BONUS $	0	0	1,000	100,000	110,872	300,000	1,000	300,000
TOTAL $	105,793	225,000	123,550	360,000	110,872	331,000	105,793	360,000

# COMPANIES:	8		12		10		30	
TOTAL DOCTORS:	41		48		36		125	
RETIREMENT	8	100%	10	83%	9	90%	27	90%
MEDICAL	8	100%	11	91%	9	90%	28	93%
DENTAL	6	75%	8	66%	3	30%	17	56%
LIFE	8	100%	10	83%	9	90%	27	90%
MALPRACTICE	8	100%	12	100%	8	80%	28	93%
CME-TIME OFF	8	100%	10	83%	8	80%	26	86%
CME-TUITION	7	87%	10	83%	5	50%	22	73%
CME-TRAVEL	7	87%	8	66%	5	50%	20	66%
AUTO	0	0%	1	8%	0	0%	1	3%
PROFESSIONAL MEMBERSHIPS	5	62%	10	83%	5	50%	20	66%
VACATION	8	100%	11	91%	6	60%	25	83%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 19
REPORT NAME: GROUP PRACTICE/ORTHOPAEDICS

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	223,256	215,000	196,293	218,667	27,222	0	141,879	190,000
BONUS $	0	0	21,923	18,300	322,693	300,540	193,791	275,000
TOTAL $	223,256	215,000	215,084	229,852	314,060	300,000	254,924	250,000
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	200,000	283,100	100,000	250,000	0	0	0	242,360
BONUS $	0	0	10,852	32,921	279,000	400,000	18,300	300,540
TOTAL $	200,000	283,100	132,921	265,417	275,000	350,000	202,700	300,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	159,884	298,000	96,385	300,000	0	245,000	0	300,000
BONUS $	0	0	5,000	46,750	177,000	500,000	5,000	500,000
TOTAL $	159,884	298,000	114,101	305,000	177,000	500,000	114,101	500,000

# COMPANIES:	8		7		9		24	
TOTAL DOCTORS:	42		22		31		95	
RETIREMENT	8	100%	6	85%	8	88%	22	91%
MEDICAL	8	100%	6	85%	8	88%	22	91%
DENTAL	6	75%	4	57%	3	33%	13	54%
LIFE	8	100%	6	85%	8	88%	22	91%
MALPRACTICE	8	100%	7	100%	7	77%	22	91%
CME-TIME OFF	8	100%	6	85%	7	77%	21	87%
CME-TUITION	7	87%	7	100%	4	44%	18	75%
CME-TRAVEL	7	87%	6	85%	4	44%	17	70%
AUTO	0	0%	0	0%	0	0%	0	0%
PROFESSIONAL MEMBERSHIPS	5	62%	6	85%	5	55%	16	66%
VACATION	8	100%	7	100%	5	55%	20	83%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 20
REPORT NAME: GROUP PRACTICE/CARDIOLOGY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	238,131	269,000	190,008	175,000	23,000	0	144,472	175,000
BONUS $	0	0	39,119	40,000	270,058	280,000	146,891	80,000
TOTAL $	238,131	269,000	224,781	205,000	259,301	280,000	240,270	230,000
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	200,000	274,388	165,000	203,073	0	0	0	215,000
BONUS $	0	0	10,525	71,252	180,000	310,000	30,000	280,000
TOTAL $	200,000	274,388	189,000	230,000	184,000	310,000	184,000	280,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	162,500	282,700	148,000	290,000	0	184,000	0	290,000
BONUS $	0	0	1,000	80,000	160,404	400,000	1,000	400,000
TOTAL $	162,500	282,700	158,360	361,252	160,404	400,000	158,360	400,000

# COMPANIES:	6		9		8		23	
TOTAL DOCTORS:	34		40		32		106	
RETIREMENT	6	100%	7	77%	7	87%	20	86%
MEDICAL	6	100%	8	88%	7	87%	21	91%
DENTAL	4	66%	6	66%	3	37%	13	56%
LIFE	6	100%	7	77%	7	87%	20	86%
MALPRACTICE	6	100%	9	100%	6	75%	21	91%
CME-TIME OFF	6	100%	8	88%	6	75%	20	86%
CME-TUITION	5	83%	8	88%	3	37%	16	69%
CME-TRAVEL	5	83%	6	66%	3	37%	14	60%
AUTO	0	0%	0	0%	0	0%	0	0%
PROFESSIONAL MEMBERSHIPS	4	66%	7	77%	4	50%	15	65%
VACATION	6	100%	8	88%	4	50%	18	78%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 21
REPORT NAME: PREPAID PLANS/PEDIATRICS

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	92,797	88,981	87,928	88,862	0	0	90,768	88,981
BONUS $	0	0	7,903	8,000	0	0	7,903	8,000
TOTAL $	92,797	88,981	95,831	96,862	0	0	94,061	92,574
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	88,000	92,574	83,972	91,880	0	0	88,000	92,574
BONUS $	0	0	7,500	8,817	0	0	7,500	8,817
TOTAL $	88,000	92,574	92,789	99,380	0	0	88,632	99,380
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	84,000	114,824	76,625	98,300	0	0	76,625	114,824
BONUS $	0	0	4,598	10,600	0	0	4,598	10,600
TOTAL $	84,000	114,824	81,223	108,900	0	0	81,223	114,824

# COMPANIES:	7		5		0		12	
TOTAL DOCTORS:	83		105		0		188	
RETIREMENT	7	100%	5	100%	0	***%	12	100%
MEDICAL	7	100%	5	100%	0	***%	12	100%
DENTAL	7	100%	5	100%	0	***%	12	100%
LIFE	7	100%	5	100%	0	***%	12	100%
MALPRACTICE	7	100%	5	100%	0	***%	12	100%
CME-TIME OFF	7	100%	5	100%	0	***%	12	100%
CME-TUITION	6	85%	5	100%	0	***%	11	91%
CME-TRAVEL	5	71%	5	100%	0	***%	10	83%
AUTO	0	0%	1	20%	0	***%	1	8%
PROFESSIONAL MEMBERSHIPS	3	42%	3	60%	0	***%	6	50%
VACATION	7	100%	5	100%	0	***%	12	100%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 22
REPORT NAME: PREPAID PLANS/INTERNAL MEDICINE

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	97,325	96,938	96,067	93,385	0	0	96,744	93,385
BONUS $	0	0	8,018	8,500	0	0	8,018	8,500
TOTAL $	97,325	96,938	104,085	103,190	0	0	100,445	96,938
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	89,715	109,822	85,208	110,400	0	0	89,715	109,822
BONUS $	0	0	5,000	9,805	0	0	5,000	9,805
TOTAL $	89,715	109,822	93,708	123,000	0	0	92,400	109,822
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	81,600	110,803	78,407	119,000	0	0	78,407	119,000
BONUS $	0	0	4,704	12,600	0	0	4,704	12,600
TOTAL $	81,600	110,803	83,111	126,500	0	0	81,600	126,500

# COMPANIES:	7		6		0		13	
TOTAL DOCTORS:	167		117		0		284	
RETIREMENT	7	100%	5	83%	0	***%	12	92%
MEDICAL	7	100%	5	83%	0	***%	12	92%
DENTAL	7	100%	5	83%	0	***%	12	92%
LIFE	7	100%	5	83%	0	***%	12	92%
MALPRACTICE	7	100%	6	100%	0	***%	13	100%
CME-TIME OFF	7	100%	6	100%	0	***%	13	100%
CME-TUITION	6	85%	5	83%	0	***%	11	84%
CME-TRAVEL	5	71%	5	83%	0	***%	10	76%
AUTO	0	0%	1	16%	0	***%	1	7%
PROFESSIONAL MEMBERSHIPS	3	42%	3	50%	0	***%	6	46%
VACATION	7	100%	6	100%	0	***%	13	100%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 23
REPORT NAME: PREPAID PLANS/OBSTETRICS-GYNECOLOGY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	151,027	158,787	148,158	163,900	0	0	149,879	158,787
BONUS $	0	0	11,309	12,834	0	0	11,309	12,834
TOTAL $	151,027	158,787	159,467	180,300	0	0	154,403	158,787
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	142,203	162,169	125,000	181,500	0	0	125,000	163,900
BONUS $	0	0	8,500	16,400	0	0	8,500	16,400
TOTAL $	142,203	162,169	135,067	190,000	0	0	135,067	168,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	125,000	168,000	122,233	181,500	0	0	122,233	181,500
BONUS $	0	0	7,500	16,400	0	0	7,500	16,400
TOTAL $	125,000	168,000	132,500	190,000	0	0	125,000	190,000

# COMPANIES:	6		4		0		10	
TOTAL DOCTORS:	97		56		0		153	
RETIREMENT	6	100%	4	100%	0	***%	10	100%
MEDICAL	6	100%	4	100%	0	***%	10	100%
DENTAL	6	100%	4	100%	0	***%	10	100%
LIFE	6	100%	4	100%	0	***%	10	100%
MALPRACTICE	6	100%	4	100%	0	***%	10	100%
CME-TIME OFF	5	83%	4	100%	0	***%	9	90%
CME-TUITION	5	83%	4	100%	0	***%	9	90%
CME-TRAVEL	3	50%	4	100%	0	***%	7	70%
AUTO	0	0%	1	25%	0	***%	1	10%
PROFESSIONAL MEMBERSHIPS	3	50%	2	50%	0	***%	5	50%
VACATION	6	100%	4	100%	0	***%	10	100%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 24
REPORT NAME: PREPAID PLANS/FAMILY PRACTICE

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	98,330	100,000	93,406	95,000	0	0	96,539	96,580
BONUS $	0	0	8,737	9,000	0	0	8,737	9,000
TOTAL $	98,330	100,000	102,143	102,500	0	0	99,717	100,000
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	88,000	103,591	86,650	107,700	0	0	87,314	103,591
BONUS $	0	0	8,849	9,600	0	0	8,849	9,600
TOTAL $	88,000	103,591	95,650	117,300	0	0	93,123	103,591
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	87,314	112,234	84,274	107,700	0	0	84,274	112,234
BONUS $	0	0	7,500	9,600	0	0	7,500	9,600
TOTAL $	87,314	112,234	93,123	117,300	0	0	87,314	117,300

# COMPANIES:	7		4		0		11	
TOTAL DOCTORS:	71		136		0		207	
RETIREMENT	7	100%	4	100%	0	*** %	11	100%
MEDICAL	7	100%	4	100%	0	*** %	11	100%
DENTAL	7	100%	4	100%	0	*** %	11	100%
LIFE	7	100%	4	100%	0	*** %	11	100%
MALPRACTICE	7	100%	4	100%	0	*** %	11	100%
CME-TIME OFF	7	100%	4	100%	0	*** %	11	100%
CME-TUITION	6	85%	4	100%	0	*** %	10	90%
CME-TRAVEL	5	71%	4	100%	0	*** %	9	81%
AUTO	0	0%	0	0%	0	*** %	0	0%
PROFESSIONAL MEMBERSHIPS	3	42%	2	50%	0	*** %	5	45%
VACATION	7	100%	4	100%	0	*** %	11	100%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 25
REPORT NAME: PREPAID PLANS/DERMATOLOGY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	118,918	120,000	133,326	137,300	0	0	126,122	131,548
BONUS $	0	0	8,463	8,700	0	0	8,463	8,700
TOTAL $	118,918	120,000	141,789	146,000	0	0	130,353	131,548
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	105,206	131,548	111,327	151,350	0	0	111,327	137,300
BONUS $	0	0	5,000	11,689	0	0	5,000	11,689
TOTAL $	105,206	131,548	123,016	156,350	0	0	120,000	146,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	105,206	131,548	111,327	151,350	0	0	105,206	151,350
BONUS $	0	0	5,000	11,689	0	0	5,000	11,689
TOTAL $	105,206	131,548	123,016	156,350	0	0	105,206	156,350

# COMPANIES:	3		3		0		6	
TOTAL DOCTORS:	11		14		0		25	
RETIREMENT	3	100%	3	100%	0	***%	6	100%
MEDICAL	3	100%	3	100%	0	***%	6	100%
DENTAL	3	100%	3	100%	0	***%	6	100%
LIFE	3	100%	3	100%	0	***%	6	100%
MALPRACTICE	3	100%	3	100%	0	***%	6	100%
CME-TIME OFF	3	100%	3	100%	0	***%	6	100%
CME-TUITION	2	66%	3	100%	0	***%	5	83%
CME-TRAVEL	1	33%	3	100%	0	***%	4	66%
AUTO	0	0%	0	0%	0	***%	0	0%
PROFESSIONAL MEMBERSHIPS	2	66%	1	33%	0	***%	3	50%
VACATION	3	100%	3	100%	0	***%	6	100%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 26
REPORT NAME: PREPAID PLANS/RADIOLOGY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	148,160	144,481	138,741	132,900	0	0	142,778	132,900
BONUS $	0	0	11,021	11,885	0	0	11,021	11,885
TOTAL $	148,160	144,481	149,762	147,100	0	0	149,076	144,481
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	130,000	170,000	113,195	205,768	0	0	113,195	170,000
BONUS $	0	0	10,000	14,200	0	0	10,000	14,200
TOTAL $	130,000	170,000	125,080	215,768	0	0	125,080	170,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	130,000	170,000	103,100	205,768	0	0	103,100	205,768
BONUS $	0	0	8,000	14,200	0	0	8,000	14,200
TOTAL $	130,000	170,000	111,100	215,768	0	0	111,100	215,768

# COMPANIES:	3		4		0		7	
TOTAL DOCTORS:	14		37		0		51	
RETIREMENT	3	100%	4	100%	0	*** %	7	100%
MEDICAL	3	100%	4	100%	0	*** %	7	100%
DENTAL	3	100%	4	100%	0	*** %	7	100%
LIFE	3	100%	4	100%	0	*** %	7	100%
MALPRACTICE	3	100%	4	100%	0	*** %	7	100%
CME-TIME OFF	3	100%	4	100%	0	*** %	7	100%
CME-TUITION	3	100%	4	100%	0	*** %	7	100%
CME-TRAVEL	2	66%	4	100%	0	*** %	6	85%
AUTO	0	0%	0	0%	0	*** %	0	0%
PROFESSIONAL MEMBERSHIPS	3	100%	2	50%	0	*** %	5	71%
VACATION	3	100%	4	100%	0	*** %	7	100%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 27
REPORT NAME: PREPAID PLANS/PSYCHIATRY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	113,743	111,041	115,200	115,200	0	0	114,107	115,200
BONUS $	0	0	15,000	15,000	0	0	15,000	15,000
TOTAL $	113,743	111,041	130,200	130,200	0	0	117,857	120,188
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	110,000	120,188	115,200	115,200	0	0	111,041	120,188
BONUS $	0	0	15,000	15,000	0	0	15,000	15,000
TOTAL $	110,000	120,188	130,200	130,200	0	0	111,041	130,200
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	110,000	120,188	115,200	115,200	0	0	110,000	120,188
BONUS $	0	0	15,000	15,000	0	0	15,000	15,000
TOTAL $	110,000	120,188	130,200	130,200	0	0	110,000	130,200

# COMPANIES:	3		1		0		4	
TOTAL DOCTORS:	16		1		0		17	
RETIREMENT	3	100%	1	100%	0	***%	4	100%
MEDICAL	3	100%	1	100%	0	***%	4	100%
DENTAL	3	100%	1	100%	0	***%	4	100%
LIFE	3	100%	1	100%	0	***%	4	100%
MALPRACTICE	3	100%	1	100%	0	***%	4	100%
CME-TIME OFF	3	100%	1	100%	0	***%	4	100%
CME-TUITION	2	66%	1	100%	0	***%	3	75%
CME-TRAVEL	1	33%	1	100%	0	***%	2	50%
AUTO	0	0%	0	0%	0	***%	0	0%
PROFESSIONAL MEMBERSHIPS	2	66%	1	100%	0	***%	3	75%
VACATION	3	100%	1	100%	0	***%	4	100%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 28
REPORT NAME: PREPAID PLANS/GENERAL SURGERY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	137,165	139,329	143,837	133,900	0	0	141,168	135,000
BONUS $	0	0	10,036	10,900	0	0	10,036	10,900
TOTAL $	137,165	139,329	153,874	144,800	0	0	147,190	139,329
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	135,000	139,329	111,512	186,100	0	0	133,900	139,329
BONUS $	0	0	7,500	11,709	0	0	7,500	11,709
TOTAL $	135,000	139,329	123,221	193,600	0	0	135,000	144,800
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	135,000	139,329	111,512	186,100	0	0	111,512	186,100
BONUS $	0	0	7,500	11,709	0	0	7,500	11,709
TOTAL $	135,000	139,329	123,221	193,600	0	0	123,221	193,600

# COMPANIES:	2		3		0		5	
TOTAL DOCTORS:	11		24		0		35	
RETIREMENT	2	100%	3	100%	0	***%	5	100%
MEDICAL	2	100%	3	100%	0	***%	5	100%
DENTAL	2	100%	3	100%	0	***%	5	100%
LIFE	2	100%	3	100%	0	***%	5	100%
MALPRACTICE	2	100%	3	100%	0	***%	5	100%
CME-TIME OFF	2	100%	3	100%	0	***%	5	100%
CME-TUITION	2	100%	3	100%	0	***%	5	100%
CME-TRAVEL	1	50%	3	100%	0	***%	4	80%
AUTO	0	0%	0	0%	0	***%	0	0%
PROFESSIONAL MEMBERSHIPS	2	100%	1	33%	0	***%	3	60%
VACATION	2	100%	3	100%	0	***%	5	100%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 29
REPORT NAME: PREPAID PLANS/ORTHOPAEDICS

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	178,242	210,000	195,238	201,000	0	0	188,439	201,000
BONUS $	0	0	14,192	13,800	0	0	14,192	13,800
TOTAL $	178,242	210,000	209,430	214,800	0	0	196,955	210,000
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	146,483	210,000	131,213	253,500	0	0	146,483	210,000
BONUS $	0	0	13,777	15,000	0	0	13,777	15,000
TOTAL $	146,483	210,000	144,990	268,500	0	0	146,483	214,800
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	146,483	210,000	131,213	253,500	0	0	131,213	253,500
BONUS $	0	0	13,777	15,000	0	0	13,777	15,000
TOTAL $	146,483	210,000	144,990	268,500	0	0	144,990	268,500

# COMPANIES:	2		3		0		5	
TOTAL DOCTORS:	8		13		0		21	
RETIREMENT	2	100%	3	100%	0	***%	5	100%
MEDICAL	2	100%	3	100%	0	***%	5	100%
DENTAL	2	100%	3	100%	0	***%	5	100%
LIFE	2	100%	3	100%	0	***%	5	100%
MALPRACTICE	2	100%	3	100%	0	***%	5	100%
CME-TIME OFF	2	100%	3	100%	0	***%	5	100%
CME-TUITION	2	100%	3	100%	0	***%	5	100%
CME-TRAVEL	1	50%	3	100%	0	***%	4	80%
AUTO	0	0%	0	0%	0	***%	0	0%
PROFESSIONAL MEMBERSHIPS	2	100%	1	33%	0	***%	3	60%
VACATION	2	100%	3	100%	0	***%	5	100%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: 30
REPORT NAME: PREPAID PLANS/CARDIOLOGY

	STRAIGHT SALARY		SALARY + INCENTIVE		PRODUCTIVITY ONLY		TOTALS	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
SALARY $	160,782	161,564	141,531	151,000	0	0	149,231	160,000
BONUS $	0	0	16,609	15,000	0	0	16,609	15,000
TOTAL $	160,782	161,564	158,140	166,000	0	0	159,197	161,564
	25%	75%	25%	75%	25%	75%	25%	75%
SALARY $	160,000	161,564	111,692	161,900	0	0	151,000	161,564
BONUS $	0	0	11,728	23,100	0	0	11,728	23,100
TOTAL $	160,000	161,564	123,420	185,000	0	0	160,000	166,000
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
SALARY $	160,000	161,564	111,692	161,900	0	0	111,692	161,900
BONUS $	0	0	11,728	23,100	0	0	11,728	23,100
TOTAL $	160,000	161,564	123,420	185,000	0	0	123,420	185,000

# COMPANIES:	2		3		0		5	
TOTAL DOCTORS:	7		11		0		18	
RETIREMENT	2	100%	3	100%	0	***%	5	100%
MEDICAL	2	100%	3	100%	0	***%	5	100%
DENTAL	2	100%	3	100%	0	***%	5	100%
LIFE	2	100%	3	100%	0	***%	5	100%
MALPRACTICE	2	100%	3	100%	0	***%	5	100%
CME-TIME OFF	2	100%	3	100%	0	***%	5	100%
CME-TUITION	2	100%	3	100%	0	***%	5	100%
CME-TRAVEL	1	50%	3	100%	0	***%	4	80%
AUTO	0	0%	0	0%	0	***%	0	0%
PROFESSIONAL MEMBERSHIPS	2	100%	1	33%	0	***%	3	60%
VACATION	2	100%	3	100%	0	***%	5	100%

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: *31*

REPORT NAME: *Specialty-Trend Report/PEDIATRICS*

	TOTAL COMPENSATION	
	Average	*Median*
WESTERN REGION		
1989	*$91,310*	*$93,000*
1990	*107,061*	*105,000*
1991	*101,768*	*101,080*
Percent Change (One Year)	*-4.9%*	*-3.7%*
SOUTHWEST REGION		
1989	*91,237*	*89,115*
1990	*90,356*	*87,822*
1991	*99,503*	*92,789*
Percent Change (One Year)	*+10.1%*	*+5.7%*
MIDWEST REGION		
1989	*94,701*	*86,900*
1990	*102,097*	*97,000*
1991	*109,742*	*106,000*
Percent Change (One Year)	*+7.5%*	*+9.3%*
NORTHEAST REGION		
1989	*90,792*	*86,460*
1990	*90,088*	*85,000*
1991	*109,760*	*98,500*
Percent Change (One Year)	*+21.8%*	*+15.9%*
SOUTHEAST REGION		
1989	*88,725*	*81,300*
1990	*111,187*	*120,000*
1991	*101,399*	*111,000*
Percent Change (One Year)	*-8.8%*	*-7.5%*

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: *32*

REPORT NAME: *Specialty-Trend Report/INTERNAL MEDICINE*

	TOTAL COMPENSATION	
	Average	*Median*
WESTERN REGION		
1989	*$101,751*	*$100,000*
1990	*107,926*	*105,000*
1991	*108,077*	*107,000*
Percent Change (One Year)	*+0.1%*	*+1.9%*
SOUTHWEST REGION		
1989	*107,778*	*100,000*
1990	*107,696*	*96,021*
1991	*125,141*	*110,803*
Percent Change (One Year)	*+16.2%*	*+15.4%*
MIDWEST REGION		
1989	*101,738*	*94,800*
1990	*109,110*	*105,720*
1991	*122,096*	*111,000*
Percent Change (One Year)	*+11.9%*	*+5%*
NORTHEAST REGION		
1989	*87,643*	*82,659*
1990	*98,230*	*87,000*
1991	*99,474*	*92,400*
Percent Change (One Year)	*+1.3%*	*+6.2%*
SOUTHEAST REGION		
1989	*95,705*	*97,750*
1990	*135,750*	*129,800*
1991	*108,870*	*95,000*
Percent Change (One Year)	*-19.8%*	*-26.8%*

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: *33*

REPORT NAME: *Specialty-Trend Report/OBSTETRICS - GYNECOLOGY*

	TOTAL COMPENSATION	
	Average	*Median*
WESTERN REGION		
1989	*$144,117*	*$125,000*
1990	*195,502*	*157,766*
1991	*159,996*	*157,000*
Percent Change (One Year)	*-18.2%*	*-0.5%*
SOUTHWEST REGION		
1989	*157,834*	*180,000*
1990	*156,456*	*158,500*
1991	*178,989*	*180,000*
Percent Change (One Year)	*+14.4%*	*+13.6%*
MIDWEST REGION		
1989	*155,041*	*145,000*
1990	*180,020*	*165,000*
1991	*210,188*	*189,000*
Percent Change (One Year)	*+16.8%*	*+14.5%*
NORTHEAST REGION		
1989	*125,362*	*120,000*
1990	*151,713*	*150,000*
1991	*155,638*	*150,000*
Percent Change (One Year)	*+2.6%*	*NC*
SOUTHEAST REGION		
1989	*187,040*	*180,000*
1990	*179,210*	*219,038*
1991	*196,424*	*205,543*
Percent Change (One Year)	*+9.6%*	*-6.2%*

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: *34*

REPORT NAME: *Specialty-Trend Report/FAMILY PRACTICE*

	TOTAL COMPENSATION	
	Average	*Median*
WESTERN REGION		
1989	*$98,294*	*$93,000*
1990	*101,116*	*97,500*
1991	*103,028*	*99,900*
Percent Change (One Year)	*+1.9%*	*+2.5%*
SOUTHWEST REGION		
1989	*85,150*	*82,184*
1990	*90,266*	*90,000*
1991	*100,281*	*100,000*
Percent Change (One Year)	*+11.1%*	*+11.1%*
MIDWEST REGION		
1989	*89,302*	*82,519*
1990	*96,672*	*91,000*
1991	*104,266*	*102,000*
Percent Change (One Year)	*+7.9%*	*+12.1%*
NORTHEAST REGION		
1989	*80,219*	*77,500*
1990	*92,112*	*83,000*
1991	*100,297*	*90,000*
Percent Change (One Year)	*+8.9%*	*+8.4%*
SOUTHEAST REGION		
1989	*90,273*	*82,000*
1990	*108,725*	*115,000*
1991	*103,367*	*105,620*
Percent Change (One Year)	*-4.9%*	*-8.2%*

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: *35*

REPORT NAME: *Specialty-Trend Report/DERMATOLOGY*

	TOTAL COMPENSATION	
	Average	*Median*
WESTERN REGION		
1989	*$114,958*	*$107,000*
1990	*156,014*	*135,000*
1991	*158,355*	*146,000*
Percent Change (One Year)	*+1.5%*	*+8.1%*
SOUTHWEST REGION		
1989	*137,289*	*120,000*
1990	*123,669*	*129,000*
1991	*132,672*	*123,016*
Percent Change (One Year)	*+7.3%*	*-4.6%*
MIDWEST REGION		
1989	*143,794*	*117,000*
1990	*147,459*	*139,000*
1991	*173,720*	*152,000*
Percent Change (One Year)	*+17.8%*	*+9.4%*
NORTHEAST REGION		
1989	*97,180*	*90,800*
1990	*127,262*	*111,000*
1991	*153,276*	*156,350*
Percent Change (One Year)	*+20.4%*	*+40.9%*
SOUTHEAST REGION		
1989	*not sufficient data*	
1990		
1991	*157,250*	*160,000*
Percent Change (One Year)		

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: *36*

REPORT NAME: *Specialty-Trend Report/RADIOLOGY*

	TOTAL COMPENSATION	
	Average	*Median*
WESTERN REGION		
1989	*$155,147*	*$155,000*
1990	*176,226*	*144,337*
1991	*137,977*	*147,100*
Percent Change (One Year)	*-21.7%*	*+1.9%*
SOUTHWEST REGION		
1989	*196,025*	*200,000*
1990	*183,257*	*190,000*
1991	*204,434*	*222,750*
Percent Change (One Year)	*+11.6%*	*+17.2%*
MIDWEST REGION		
1989	*169,431*	*171,650*
1990	*185,839*	*182,998*
1991	*212,053*	*194,560*
Percent Change (One Year)	*+14.1%*	*+4.7%*
NORTHEAST REGION		
1989	*145,441*	*128,275*
1990	*145,583*	*150,000*
1991	*168,002*	*149,762*
Percent Change (One Year)	*+15.4*	*-0.2%*
SOUTHEAST REGION		
1989	*not sufficient data*	
1990		
1991	*196,250*	*220,000*
Percent Change (One Year)		

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: *37*

REPORT NAME: *Specialty-Trend Report/PSYCHIATRY*

	TOTAL COMPENSATION	
	Average	*Median*
WESTERN REGION		
1989	*$108,313*	*$95,500*
1990	*114,005*	*104,550*
1991	*not sufficient data*	
Percent Change (One Year)		
SOUTHWEST REGION		
1989	*119,984*	*110,827*
1990	*139,020*	*135,000*
1991	*125,712*	*133,665*
Percent Change (One Year)	*-9.6%*	*-1%*
MIDWEST REGION		
1989	*104,972*	*107,940*
1990	*106,751*	*100,000*
1991	*114,579*	*115,000*
Percent Change (One Year)	*+7.3%*	*+15%*
NORTHEAST REGION		
1989	*100,483*	*100,000*
1990	*110,400*	*107,848*
1991	*120,391*	*119,950*
Percent Change (One Year)	*+9%*	*+11.2%*
SOUTHEAST REGION		
1989	*not sufficient data*	
1990		
1991	*134,000*	*125,000*
Percent Change (One Year)		

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: *38*

REPORT NAME: *Specialty-Trend Report/GENERAL SURGERY*

	TOTAL COMPENSATION	
	Average	*Median*
WESTERN REGION		
1989	*$147,075*	*$121,000*
1990	*191,604*	*145,000*
1991	*157,283*	*144,800*
Percent Change (One Year)	*-17.9%*	*-0.1%*
SOUTHWEST REGION		
1989	*204,747*	*200,000*
1990	*207,415*	*180,000*
1991	*216,188*	*225,000*
Percent Change (One Year)	*+4.2%*	*+25%*
MIDWEST REGION		
1989	*168,930*	*145,000*
1990	*166,096*	*162,595*
1991	*201,965*	*195,000*
Percent Change (One Year)	*+21.6%*	*+19.9%*
NORTHEAST REGION		
1989	*129,117*	*124,400*
1990	*156,214*	*160,000*
1991	*152,456*	*139,329*
Percent Change (One Year)	*-2.4%*	*-12.9%*
SOUTHEAST REGION		
1989	*147,747*	*165,000*
1990	*193,932*	*200,000*
1991	*197,667*	*208,000*
Percent Change (One Year)	*+1.9%*	*+4%*

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: *39*

REPORT NAME: *Specialty-Trend Report/ORTHOPAEDICS*

	TOTAL COMPENSATION	
	Average	*Median*
WESTERN REGION		
1989	*$160,066*	*$160,000*
1990	*234,845*	*215,000*
1991	*215,240*	*214,800*
Percent Change (One Year)	*-8.3%*	*-0.1%*
SOUTHWEST REGION		
1989	*342,596*	*345,000*
1990	*278,038*	*236,800*
1991	*233,337*	*229,852*
Percent Change (One Year)	*-16.1%*	*-2.9%*
MIDWEST REGION		
1989	*226,211*	*205,039*
1990	*205,312*	*195,000*
1991	*248,400*	*242,360*
Percent Change (One Year)	*+21%*	*+24.3%*
NORTHEAST REGION		
1989	*152,240*	*150,000*
1990	*201,786*	*185,000*
1991	*219,967*	*268,500*
Percent Change (One Year)	*+9%*	*+45.1%*
SOUTHEAST REGION		
1989	*not sufficient data*	
1990		
1991	*286,667*	*275,000*
Percent Change (One Year)		

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: *40*

REPORT NAME: *Specialty-Trend Report/CARDIOLOGY*

	TOTAL COMPENSATION	
	Average	*Median*
WESTERN REGION		
1989	*$152,105*	*$138,330*
1990	*188,415*	*165,000*
1991	*178,833*	*185,000*
Percent Change (One Year)	*-5.1%*	*+12.1%*
SOUTHWEST REGION		
1989	*221,757*	*250,000*
1990	*203,982*	*216,000*
1991	*234,323*	*230,000*
Percent Change (One Year)	*+14.9%*	*+6.5%*
MIDWEST REGION		
1989	*204,277*	*185,000*
1990	*213,008*	*190,000*
1991	*231,356*	*260,000*
Percent Change (One Year)	*+8.6%*	*+36.8%*
NORTHEAST REGION		
1989	*115,151*	*114,300*
1990	*183,208*	*165,000*
1991	*177,521*	*166,000*
Percent Change (One Year)	*-3.1%*	*+0.6%*
SOUTHEAST REGION		
1989	*200,841*	*223,000*
1990	*309,999*	*255,706*
1991	*290,000*	*400,000*
Percent Change (One Year)	*-6.5%*	*+56.4%*

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: *50*

REPORT NAME: *Allied Health Provider Trends*

		TOTAL COMPENSATION	
	Number	*Average*	*Median*
PSYCHOLOGIST			
1989	*194*	*$51,794*	*$45,000*
1990	*107*	*58,296*	*54,000*
1991	*75*	*58,207*	*52,791*
Percent Change (One Year)		*-0.2%*	*-2.2%*
PSYCHIATRIC SOCIAL WORKER			
1989	*509*	*33,110*	*32,000*
1990	*153*	*35,883*	*35,000*
1991	*132*	*37,288*	*35,000*
Percent Change (One Year)		*+3.9%*	*NC*
PHARMACIST			
1989	*240*	*39,011*	*37,814*
1990	*208*	*39,142*	*39,874*
1991	*250*	*46,630*	*46,200*
Percent Change (One Year)		*+19.1*	*+15.9%*
PHYSICIAN'S ASSISTANT			
1989	*624*	*32,499*	*32,000*
1990	*325*	*37,500*	*37,245*
1991	*219*	*42,642*	*42,004*
Percent Change (One Year)		*+13.7%*	*+12.8%*
NURSE PRACTITIONER			
1989	*458*	*33,973*	*32,684*
1990	*193*	*35,124*	*35,000*
1991	*170*	*39,979*	*40,200*
Percent Change (One Year)		*+13.8%*	*+14.9%*

- Continued -

PRACTITIONER COMPENSATION SURVEY
(1991)

REPORT #: *50 (Continued)*

REPORT NAME: *Allied Health Provider Trends*

		TOTAL COMPENSATION	
	Number	*Average*	*Median*
REGISTERED NURSE			
1989	*1,398*	*24,903*	*24,000*
1990	*998*	*25,621*	*25,000*
1991	*1,130*	*29,885*	*30,000*
Percent Change (One Year)		*+16.6%*	*+20%*
OTHER NURSING STAFF			
1989	*1,680*	*17,491*	*16,328*
1990	*1,335*	*18,501*	*17,596*
1991	*1,215*	*23,802*	*19,000*
Percent Change (One Year)		*+28.7%*	*+8%*
PHYSICAL THERAPIST			
1989	*122*	*33,122*	*33,000*
1990	*83*	*36,134*	*35,000*
1991	*150*	*41,092*	*40,000*
Percent Change (One Year)		*+13.7%*	*+14.3%*